

tions in garrison and during field problems.

Leaders and staffs must practice and develop good command and staff procedures that capitalize on pen, paper, acetate, and grease pencil. Units can also minimize the drastic effects of suddenly not having computers by not incorporating computers into daily operations when other means are available.

Harnessing the Potential

Computers are powerful machines that retain the potential to serve as combat multipliers in all facets of military operations. However, active leadership, planning, and training are essential to ensure we harness the absolute potential of these useful tools.

Likewise, we must remember that unmanaged application of automation or dependency on computers can have debilitating effects on the way we do business. Army leaders at the battalion and company levels must ensure computer usage is guided by clearly defined goals, sound policy, and standardized and supervised procedures. These steps will help bring dramatic increases in battle command and staff effectiveness.

Editor's Note: The author welcomes questions or comments concerning this article. Contact him via E-mail at stevehenderson@digitalblacksmith.com.

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Photos by Richard Mattox

DSMC HOSTS SINGLE PROCESS INITIATIVE WORKSHOP

Civil-Military Integration of government-industry business practices and processes has been a longstanding goal of Acquisition Reform. The Single Process Initiative (SPI) is the mechanism by which DoD expedites the transition of existing government contracts to common best processes. Based on input from military servicemembers of the Block Change Management Team, Stan Soloway, Deputy Under Secretary of Defense (Acquisition Reform); Navy Rear Adm. Leonard Vincent, Commandant, Defense Systems Management College (DSMC); and Air Force Maj. Gen. Timothy Malishenko, Commander, Defense Contract Management Command (DCMC), co-sponsored an SPI Workshop Jul. 19-21 at DSMC's main campus, Fort Belvoir, Va.

Approximately 150 people attended the three-day workshop, representing the working-level SPI community from the military services, Defense Logistics Agency (DLA), DCMC, Defense Contract Audit Agency (DCAA), Department of Defense Inspector General, other government personnel, and invited industry representatives. "Streamlining the SPI Process" was the theme for this

"working" workshop, which focused on ways of streamlining and improving SPI through communication, education, and sharing of lessons learned.

Institutionalized by Dr. Paul G. Kaminski, Under Secretary of Defense (Acquisition & Technology) in a December 1995 memorandum, SPI allows contractors to have existing contracts modified to replace multiple government-unique management and manufacturing systems with common, facility-wide systems. Contractor proposals are reviewed and approved by a Management Council, which is composed of senior representatives from customer buying activities and program management offices, DCAA, DCMC, and contractors. After approval of a contractor's SPI proposal, the Administrative Contracting Officer executes a block change modification that modifies all affected contracts at the facility.

DCMC has the lead for implementation of SPI. For more information on Civil-Military Integration of government-industry business practices and processes, go to the SPI Center Web site at http://www.dcmc.hq.dla.mil/dcmc_oc/Spi/index.htm on the Internet.



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FROM LEFT: AIR FORCE MAJ. GEN. TIMOTHY MALISHENKO, COMMANDER, DCMC; JILL PETTIBONE, COMMERCIAL DESIGNATIONS INTEGRATED PROCESS TEAM (IPT); STAN SOLOWAY, DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION REFORM); NAVY REAR ADM. LEONARD VINCENT, DSMC COMMANDANT.

